

EXHIBIT 3

	Level 5 AE Manager I	Level 6 AE Manager II	Level 7 AE Manager III	Level 8 Director, AE
Knowledge & Experience	<ul style="list-style-type: none"> - Comprehensive knowledge of relevant domain, plus Google-specific technologies and methodologies - Deep understanding in two or more areas of expertise - Developing or has developed reputation as the "go to" person for areas of expertise - Demonstrate day-to-day people management skills (may be a new people manager). - Deep knowledge of technologies and infrastructure within relevant 	<ul style="list-style-type: none"> - Breadth and depth of knowledge of domain technologies and methodologies, within area of responsibility - Recognized as an expert/"go-to" person for systems and technology used within business domain - Solid people management skills, including management of more senior leads - Demonstrate success at leading more than one team, in a given area 	<ul style="list-style-type: none"> - Demonstrate success at managing multiple teams in one or several critical areas, backed with a widely recognized track record of delivering projects - Work effectively to set technical vision for his/her area of responsibility and involve TIs in setting strategy and goals - Know what's going on with relevant technologies in Google and the industry - Strong people management skills (e.g. may manage managers, have 	<ul style="list-style-type: none"> - Have a comprehensive understanding of Google's business goals - Recognized as a thought leader by stakeholders in key domains - Have longstanding management experience - Comprehensive understanding of applications and integrations within the business domain, including applicable Google's technology and infrastructure - Have deep technical skills/experience - Knowledgeable about industry trends, key vendors, and business
Sample Activities	<ul style="list-style-type: none"> - Provide technical oversight (e.g. design, development) for team's activities - Deliver performance reviews and provide constructive feedback for development and career growth - Demonstrate strong organizational, communication, and leadership skills - Manage development projects (e.g. guiding development initiatives, being proactive in identifying and resolving issues) - Escalate / ask for input from more senior leaders when appropriate. As a Manager I gains more experience, (s)he continues to develop judgment about how and when to ask for outside input and how and when to handle things independently. - Oversee vendor software integration 	<ul style="list-style-type: none"> - Strong hands on understanding of relevant technologies and infrastructure - Demonstrate combination of deep technical skills/knowledge in his/her area of focus and solid program management skills - Evaluate vendor technology, contributing to build vs. buy decision. 	<ul style="list-style-type: none"> - Exercise judgment to address critical team issues and escalates only on rare occasions - Exhibit considerable org knowledge and insight to manage cross-team collaborations and integrations - Exhibit a track record of strong technical management contribution 	<ul style="list-style-type: none"> - Accomplishments at this level should be significant (looking at dimensions like revenue, user experience, infrastructure, efficiency across the company) - Demonstrate complete understanding of how to deal with performance issues and project scheduling
Complexity & Scope	<ul style="list-style-type: none"> - Work on projects, strategies, and problems of high complexity & scope - Define, guide or evaluate work performed by small-to-moderate engineering teams - Implement SDLC policies, processes, procedures, methods, and testing practices within team - Facilitate decision making, including technical evaluation of applications and platforms - Understand and contribute to key technical areas, such as integration patterns, system design, and technology stack choices 	<ul style="list-style-type: none"> - Work on multiple large projects and/or a single complex or mission-critical project - Define, guide or evaluate work performed by mid-sized engineering teams - Demonstrate solid foundation in software development concepts and technical patterns required by the domain, project, or product area - Collaborate on significant and/or unique problems - Demonstrate ability to work across functions, locations, and/or teams; integrate disparate projects/processes 	<ul style="list-style-type: none"> - Work on multiple complex and/or mission-critical projects OR a single, large-scale and extremely complex project - Define, guide, or evaluate work performed by a large-sized or multiple mid-sized engineering teams on complex projects; may lead teams across multiple geographic locations - Demonstrate deep systems experience in one or more domains, understanding the critical risk and success factors for new projects, third party systems, and the use of Google technologies - Generate ideas for new project initiatives - Scope and evaluate the risks associated with changes to a product, process, or service 	<ul style="list-style-type: none"> - Lead teams which result in significant business improvements and/or company impact - Translate business needs into actionable initiatives - Demonstrate imaginative problem-solving, e.g. streamlining existing versions of a given system, anticipating and dealing with issues of scale before they become a problem, etc. - Have a strong big picture view of Google products. Actively involved in talking with other projects and groups, understanding the bigger picture, and finding/creating connections between groups. - Actively involved in talking with other groups and companies; seek new ideas which provide business solutions for Google
Sample Activities	<ul style="list-style-type: none"> - May engage in TL activities (e.g. design, dev project leadership) - Know how to best utilize staff and resources (e.g., allowing or encouraging autonomy and accountability with direct reports) - Frequent communication with business and Eng stakeholders - Ensure the teams work is well planned and prioritized with immediate customer stakeholder, and that the team is properly resourced to tackle the work that it commits 	<ul style="list-style-type: none"> - Demonstrate solid understanding of 3rd party products and Google technologies both within and adjacent to their own areas of responsibilities; good understanding of technical trade-offs for buy, build or re-use/extend options - Manage multiple, large, complex engineering initiatives, creating and utilizing scalable/reusable components - Change priorities to adapt to urgencies in a dynamic situation; ability to balance these changes with existing commitments - Work with upper management (Directors, VPs), large functional teams, and/or partner teams 	<ul style="list-style-type: none"> - Have a thorough understanding of Google products and technology projects adjacent to his/her own areas of responsibilities. Build working relationships with other engineering teams as applicable to collaborate on products, technologies or platforms. - Integrate complex components within multi-system projects to drive additional business value - Resolve organizational conflicts independently - Effectively navigate ambiguity, adjust amount of uncertainty team is exposed to - Anticipate obstacles and clearly formulate them as problems so that they can be addressed - Influence beyond the scope of his/her own org having positive impact on other teams' work (e.g. fixing things that are broken, helping the organization to evolve, or hiring) 	<ul style="list-style-type: none"> - Get involved in issues beyond the scope of their project(s) or direct area of responsibility - for example, represent the broader Eng teams to business partners, proactively see and resolve issues before they occur - Help the Eng organization to evolve
Leadership & Influence	<ul style="list-style-type: none"> - Plan and lead team in execution of work, based on long-term business priorities and goals - Manage project priorities and resources, plus relationships with partner teams and/or vendors - Recognize strengths and limitations of team members; coach/mentor for growth and career development 	<ul style="list-style-type: none"> - Plan and execute project(s), based on long-term objectives of functional area, with minimal supervision - Leverage proven project, team, and/or people leadership skills to manage project priorities and resources - Arbitrate in cases of technical disagreement among team members - Able to align with broader strategy with minimal guidance. Own the strategic vision of his/her team. - Mentor senior team members in leadership skills and career development - Established credibility with business stakeholders 	<ul style="list-style-type: none"> - Set strategy and objectives for the functional area - Develop strategic alliances inside or outside PA and/or Google - Drive Google citizenship activities - Grow Google's talent pipeline; influence talent acquisition, management and retention - Demonstrate the successful ability to identify, grow, and groom senior members within his/her team, and actively encourage others within the team to step up to bigger leadership roles 	<ul style="list-style-type: none"> - Arbitrate and advocate for technical issues - Be recognized as an authority in developing and launching new products and systems - Effectively measure the efficient use of resources, lead efforts to reduce costs of a system over time - Contribute to setting strategy/objectives for the function - Ensure successful implementation of new team processes and/or successful transitions - Grow Google's senior-level talent pipeline - Proven mastery of communication, negotiation, and influence skills
Sample Activities	<ul style="list-style-type: none"> - Provide input into domain technology strategy. - Demonstrate solid judgment about when to escalate issues - Motivate direct reports and ensure their accomplishments and contributions are recognized - Mentor direct reports on career development and performance improvement (e.g. writing performance reviews), regular 1:1s - Manage the team's workload based on project and development priorities - Create a culture of teamwork both within and across teams - Able to work through conflicting development priorities - Create and drive team consensus - Work for the greater good of the organization rather than own interests 	<ul style="list-style-type: none"> - Proactively think ahead for the team, improving development processes - Set and balance engineering priorities while incorporating input from adjacent teams/groups (e.g. manage expectations regarding deadlines, delivery, user wants and needs, reconcile resource conflicts) - Ability to use influencing skills across teams to achieve alignment on technical direction, re-use and impact - Rally his/her team to change planned direction in dynamic situations 	<ul style="list-style-type: none"> - Determine and balance strategic priorities (may influence wider Google priorities) - Guide team and peers to effectively allocate resources to ensure that strategic demands are met - Serve as an advisor not only on individual project matters, but also on Eng and Business Domain strategic matters - Demonstrate forward thinking, using sound judgment (e.g. anticipate and mitigate potential impacts prior to launch) - Foster a culture of strong teamwork (e.g. proven ability to build or turn around a group into a strong functioning team) - Lead stakeholders in setting direction aligned with broader strategy 	<ul style="list-style-type: none"> - Facilitate team alignment to improve workflow and streamline existing processes - Build an identity for a team or organization and grow it. Effectively measure the efficient use of resources, lead efforts to reduce operational costs of a system over time - Act cross-functionally and solve cross-functional issues, able to represent the Eng team with business partners - Actively recruit the necessary leadership talent from within and outside the company to build the organization and complete critical projects - Act as technical advisor to several project teams; provide expert guidance and mentorship of others - Able to interact with executives on any issue that comes up

Organizational Impact	<ul style="list-style-type: none"> - Key contributor to own workgroup/project - Impacts work group/projects/systems through: <ul style="list-style-type: none"> Size or significance of teams and/or projects managed Influence on project/systems direction Delivery of value-added perspectives - Contribute meaningfully to cross-functional and/or cross-organizational collaborations 	<ul style="list-style-type: none"> - Key contributor to one or more large infrastructure and/or mission-critical projects - Impact projects through: <ul style="list-style-type: none"> Efficient project planning and design Creation of scalable work product - Contribute meaningfully to efforts beyond core project(s) - Build and/or lead cross-functional and/or cross-organizational collaborations - Maintain a balanced focus across project delivery, reliability of systems, and end-user satisfaction/success 	<ul style="list-style-type: none"> - Key contributor to functional area. Impact functional area through: <ul style="list-style-type: none"> Enhancing and developing technology, programs and approach Drives innovation and provides thought leadership - Demonstrate broad impact through innovation, thought leadership and best practices (e.g. take a challenging idea and turn it into something useful for the focus area and/or drive to fruition an idea that has cross-functional impact) 	<ul style="list-style-type: none"> - Build and lead high performing teams to achieve an organizational vision/mission - Lead project(s) with critical impact on Google's business and success as a company - Shape the direction and future of function - Work with other teams across Google to integrate and advance our application portfolio - Recruit key talent from outside to Google, and attract strong talent internally to key project
Sample Activities	<ul style="list-style-type: none"> - Maintain team flexibility and adaptiveness to maximize contribution and benefit to the company - Viewed as go-to technical leader for project/initiative by stakeholders - Develop and maintain excellent team, and inter-team communication and relationships 	<ul style="list-style-type: none"> - Demonstrate independence, creativity and initiative which establishes trust with cross-organizational and leadership team - Proactively reach out to stakeholders, upper management and/or collaborative engineering teams for alignment on technical direction, prioritization, issue resolution and delivery - Proactively driving meaningful improvement in team execution across project work, production operations, and bug resolution 	<ul style="list-style-type: none"> - Recognized by company's leadership as important to Google's success (e.g. significantly influencing the company's operations) - Partners cross-functionally and/or cross-PA within Google (e.g. defining new applications or automation) - Business partnership skills, developing strategic roadmaps - Develop team leads, actively encourage others within the team to step up to bigger engineering and functional leadership roles - Contribute towards Google's hiring strategy (e.g. selling to candidates, attracting top talent and TLs) 	<p>Note: being at the Director level is "not" directly related to the number of people reporting to you - it is much more about the overall scope and impact of your contributions over time</p> <ul style="list-style-type: none"> - Work with other teams across Google to integrate and advance our application portfolio - Demonstrate Google citizenship by contributing to efforts outside the scope of one's core project, for example, diversity and inclusion - Capable of representing Google externally. Examples: Work with vendor leadership to adapt 3rd party systems to better meet Google's needs. Represent Google at industry conferences.
Compass: Key Responsibilities	<ul style="list-style-type: none"> - Lead a small team (5-7 Googlers); may have responsibility for TVC oversight - Mentors/coaches FTE direct reports on career development and performance improvement - Delivers and solicits feedback, conducts performance reviews - Sets and balances team priorities in conjunction with business roadmaps - Provides technical contribution and drives core development processes for project success - Own area of responsibility, anticipating needs and escalating issues as appropriate 	<ul style="list-style-type: none"> - Manages multiple, large, complex initiatives, and has been doing so successfully over time - Identifies and frames broad problems within the organization, and proposes, leads, and drives sustainable solutions - Sets and balances cross-functional priorities - Lead a moderately sized team; scope extends across multiple clients, applications or functions. - Lead important initiatives, including cross-functional initiatives - Contribute to overall vision/strategy for area of responsibility - Builds new teams, identifying the skills needed and leads recruiting efforts (leveraging Google's recruiting team). - Builds strong leadership within the team, and helps senior leaders to further develop. 	<ul style="list-style-type: none"> - Lead a program area with with large scope and impact; program scope extends in two or more dimensions (e.g. product areas, large scale business functions, applications) - Take full ownership and accountability for area of responsibility; anticipate and resolve issues, escalating issues on rare occasions - Complete ownership over complex or cross-functional projects - Guides team and peers to effectively allocate resources to ensure that expectations and demands are met - Partners cross-functionally with organizations within Google, and/or with external industry leaders - Develop managers and team leads. Mentor other BSI leaders. 	<ul style="list-style-type: none"> - Lead significant initiatives that impact infrastructure; with impact outside of area of responsibility - Integrate and launch new applications and systems - Act as technical advisor to several project teams. - Arbitrator and advocate for technical direction - Handle project scheduling and team performance issues; solve cross-functional issues - Interact with executives on issues; exercise good judgment to choose solutions that are appropriate for Google - Drive significant administrative projects, e.g., promotion process; use tools, data, policy and actions to model and ensure management style is propagated in area of responsibility - Recruit and develop managers and team leads, growing others into positions of responsibility - Translate business needs into strategic roadmaps
Compass: Qualifications	<ul style="list-style-type: none"> - BS degree, or equivalent - Solid technical skills - Demonstrated leadership, communication, business partnership and organizational skills - Demonstrates basic day-to-day people management 	<ul style="list-style-type: none"> - BS degree, or equivalent - Demonstrates deep skills and knowledge in area of focus - Solid people management skills; 5+ years of people management - Deep domain knowledge; solid project management skills - Strong cross-functional and/or cross-organizational relationship-building skills 	<ul style="list-style-type: none"> - BS degree, or equivalent - Possesses deep understanding of Google's technical philosophy and company priorities - Has deep domain knowledge, leadership skills and strong people and program management skills; 8+ years of people management - Has deep domain knowledge, including applications used [X] - Has ability to develop strategic roadmaps in partnership with business leaders - Has tools and judgment to address critical team issues and escalates 	<ul style="list-style-type: none"> - BS degree, or equivalent. MS preferred. - Expert understanding of relevant products and technologies - Well-developed influence and communication skills. - 15+ years of management experience - Expert understanding of multiple business domains [X] - Ability to build and grow identity for a team or organization - Well-developed influence and communication skills.